



ETHIOPIA: ADDIS ABABA URBAN PROFILE



Participatory Slum Upgrading Programme in the African, Caribbean and Pacific Countries

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This report was prepared by Ethiopia UN-HABITAT Programme Manager Tewodros Tigabu and Consultant Girma Semu elaborating on information collected through interviews with key urban actors in Ethiopia.

This project and report were managed by Mohamed El Sioufi, Alain Grimard and Kerstin Sommer. Important inputs were provided by Alioune Badiane, Antonio Yachan, Jaime Comiche, Farrouk Tebbal, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Raf Tuts, Gulelat Gebede and Gora Mboup.

Review, editing and graphic design: Ib Knutsen.

Photographs by Alain Grimard, Ib Knutsen and Addis Ababa Environmental Protection Authority.

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P.O.Box 30030, GPO 00100

Nairobi, Kenya

Fax: + (254 20) 762 4266/7

E-mail: unhabitat@unhabitat.org

Website: <http://www.unhabitat.org>



United Nations Human Settlements Programme
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ADDIS ABABA URBAN PROFILE

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FOREWORD

The annual urban growth rate in Sub-Saharan Africa is almost 5 percent twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72 percent of urban Africa's citizens representing a total of some 187 million people. As more and more people seek a better life in towns and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.



UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020).

As part of our drive to address this crisis, UN-HABITAT is working with the European Commission (EC) to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid- and long-term interventions.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as **Rapid Urban Sector Profiling for Sustainability**. The implementation of the Urban Profiling was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands. Today, UN-HABITAT is conducting city profiles in 18 new countries as part of the Participatory Slum Upgrading Programme financed by EuropeAid and its Intra-ACP fund. Also, Ethiopia, as well as 12 other African countries, are going to develop action plans for selected priority proposals presented in this document, the second phase of the new programme. The idea behind the urban profiling is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed

at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

The approach addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Ethiopia, the profiling was undertaken under the leadership of national and local authorities. This initiative has been carried out locally in Addis Ababa, Dire Dawa and Ambo, as well as nationally. The Ethiopia National Profile focuses on the findings of a desk-study, interviews with key actors, and country-wide consultations with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime – all problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contributions of Mr. Mohamed El Sioufi, who initiated the urban profiling concept, the Programme Manager Alain Grimard and Kerstin Sommer who coordinates the programme. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Kerstin Sommer, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Raf Tuts, Gulelat Kebede, Gora Mboup and Tewodros Tigabu.

I would like to wish all those who have participated in and supported this initiative every success in its implementation. I also look forward to supporting further their efforts in the development of Ethiopia.

Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director,
UN-HABITAT

Ethiopia is one of the least urbanized countries in Africa, with some of the largest number of people living in cities. This apparent contradiction is owed to our agricultural heritage, where the majority has been working the land. Rapid population growth has since been countering this, ensuring that, of 77 million people, over 12 million are now living in cities.

The growth of Ethiopian cities presents enormous challenges to the nation. Not only are the markets in cities essential for the prosperity of rural areas, but they can also provide additional economic growth, opportunities, and improved access to education and health.

The Ethiopian government has therefore partnered with UN-HABITAT to fully review the status of the cities, and see how Ethiopia best can facilitate for vulnerable groups, improve urban services, and support future growth. This publication is the first step of this process, serving as both a base-line, and as an illuminator to what our areas of focus should be. The second phase will build upon these insights, and identify tangible projects and processes that municipal authorities, regional- and central government together with international partners can implement to improve the situation for Ethiopians in general, and reducing urban poverty in particular.

Ethiopia is in a favorable position to address these issues, due to a number of factors. It has taken steps to reform the administrative structure, by decentralizing government authority to regional and district level, simplifying the legal code and promoting small-scale enterprises. Ethiopia has also increased school enrolment and access to health care, stabilised HIV/AIDS infection rates, improved access to clean water, and strengthened the rights of women. As a result, the economy has grown by an annual 9 percent the last five years.

Much remains to be done, however. The population size is only second to Nigeria in Sub-Saharan Africa, and it is growing by 2.9 percent per year. Many of these children will be born into poverty. Innocent as they are, they will increase the strain on our already stretched public facilities. The economy will eventually need to grow even faster, just to keep up. Given the huge challenges facing the nation, it may not be surprising that poverty eradication is Ethiopia's main development goal.

At the same time, the country's agriculture is still not self-sufficient, and is threatened at regular intervals by droughts and floods. The private sector, while encouraged and growing, is not expanding rapidly enough to absorb the increasing urban migration. Ethiopian cities are the fastest growing administrative units in the country, adding 4.2 percent per year. Creating enough jobs, shelters, schools and health facilities for the urban population is a task the government is already working hard at addressing.

Careful planning, transparent governance and effective implementation are essential tools for us to build on our progress, learn from the past, and work hard for the benefit of our country and our peoples.

The main policy tool of the government is the Plan for Accelerated and Sustained Development to End Poverty (PASDEP). It follows up lessons learned from the first comprehensive poverty-reduction policy in 2002, the Sustainable Development and Poverty Reduction Programme (SDPRP). It has been developed in a participatory manner with national and international stakeholders under the auspices of the Ministry of Finance and Economic Development (MoFED). The final draft was shared again with line ministries and regional authorities, before being adopted by the Ethiopian parliament as a legal document guiding national development policy until 2010.

The Urban Profiling was handy to analyse policy thinking, focusing on urban sustainability through governance, institutions and services. The participatory approach adopted in the process is also important to highlight issues that may otherwise not come to be identified. The continued support from the Governments of Italy, Netherlands, Belgium, and the European Commission is welcomed as developing sustainable cities is one of the world's greatest challenges.

EXECUTIVE SUMMARY

Introduction

The *Urban Profiling* is a systematic and structured approach to the assessment of urban needs and response mechanisms at city and national levels in Africa and the Arab states.

The overriding aim of the study is to contribute to the ongoing efforts of countries in the region in poverty reduction at all levels - city, country and region.

In doing so it is hoped that the assessment would provide an opportunity to gauge the gaps in implementing the United Nations Millennium Development Goals (*MDGs*) of countries in the region.

The *Urban Profiling*, initially implemented in over twenty countries, is now a global programme. It is expected to provide critical inputs and benefits to the implementing partners, enabling the management of sustainable cities, with adequate shelter, health and basic services.

The *Urban Profiling* in Ethiopia includes the profile of Addis Ababa, the capital, Dire Dawa, the second largest city, and Ambo, a third level town each published as a separate report.

The themes included in the study are slum and housing condition, gender, urban environment and urban governance. This report comprises of a background, and analysis of the four themes of Addis Ababa City.

Background

Established in 1886 and with four million population, Addis Ababa is one of the oldest and largest cities in Africa. At an average altitude of 2400 meters, it is also one of the highest.

Being the capital of a non-colonized country in Africa, it has been playing a historic role in hosting the regional organizations such as the Organisation of African Unity / African Union, and the Economic Commission for Africa, which contributed to the decolonisation of African countries, and later bringing Africa together.

Its geographic location in the center of Ethiopia, combined with lack of development policies in other urban centres have given the capital the majority of social and economic infrastructure in the country.

As a result, it has been a melting pot to hundreds of thousands of people, coming from all corners of the country in search of better employment opportunities and services. This high rate of rural urban migration accounts for about 40 percent of the growth. Coupled with rapid natural population growth, Addis Ababa one of the fast growing cities in Africa, posing critical challenges, including high rate of unemployment, housing shortage and environmental deterioration.

Governance

Since the overthrow of the military regime in 1991, the country has engaged in some decentralisation. As such, the capital Addis Ababa and Dire Dawa has been granted some level of autonomy, and reports directly to the central government (*rather than the state they are located in*).

Thus, the city of Addis Ababa has been exercising a level of self-rule. It has achieved a lot in terms of service delivery, local empowerment, community participation, employment creation and housing provision.

Slums

The overwhelming majority of the houses in the current slums of Addis Ababa were built by feudal land lords of the Haile Selassie era, ending with the marxist coup in 1974.

The new regime nationalised all land and rental houses in decree number 47/1975. Rental houses were given to kebeles, urban dweller associations, for management. The current government have not changed this policy, and still owns all land, and rather grants user rights.

Measured against generic and internationally known standards such as sanitation, density, availability of potable water, the situation of the kebele houses in Addis Ababa is critical.

Gender

Stereotyped thinking, social taboos and discriminatory laws are still discriminating women in Ethiopia. While less rigid than rural areas, women face major obstacles also in Addis Ababa.

Most indicators show a major bias towards women. For instance, 23 percent of women in Addis Ababa are illiterate, 22 percent have only primary education, and only 4 percent who have reached college or university level.

The recently replaced administration of the city had only one women cabinet member, as do the current. In terms of managerial and professional level jobs, the picture is even more gloomy.

Environment

The rapid population growth of Addis Ababa has been putting tremendous pressures on the city, not least in terms of environmental degradation. For instance, 35 percent of the solid waste generated by the city is not collected (*AAEPA, 2006*).

River, soil, air and water pollution as a result of industrial wastes, are poorly managed, and are becoming growing concerns in Addis Ababa.

INTRODUCTION

The Urban Profiling

The *Urban Profiling* consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps and existing institutional responses at local and national levels.

The purpose of the study is to develop urban poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contribution to wider-ranging implementation of the Millennium Development Goals.

The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics and others.

This consultation typically results in a collective agreement on priorities and their development into proposed capacity-building, and other projects, that are all aimed at urban poverty reduction.

RUSPS is now being expanded from its initial 20 African and Arab countries, offering an opportunity for comparative regional analysis, at present, between 38 countries. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

Methodology

The *Urban Profiling* consists of three phases:

Phase one is a rapid urban profiling at national and local levels. The capital city, medium size city and small town are selected and studied to provide representative samples of the urban sector in each country.

The analysis focuses on four themes: Governance, Slums, gender and Environment. Information is collected through interviews and discussions with institutions and key informants to assess strengths, weaknesses, opportunities and threats (*SWOT*) of the national and local urban contexts.

The findings are presented and refined during city and national consultation workshops and consensus is reached for priority interventions.

National and town reports synthesize the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity building and capital investment project proposals.

Phase three implements the projects developed during the earlier phases, with an emphasis on skills development, insti-

tutional strengthening and replication. This report presents the outcomes of RUSPS phase one of Addis Ababa city.

Urban Profiling in Addis Ababa

The *Urban Profiling* in Addis Ababa has been developed in consultation with the lead ministry - Ministry of Works and Urban Development, and a consultation forum involving the key sections including gender, land and housing, policy planning road fund and federal urban planning institute was organized to seek feedback. It was held in Addis Ababa on the 14th of November 2006.

At the city level the relevant city administration organs such as the City Manager's office, the Mayor's Office, the Addis Ababa Bureau of Education, the Addis Ababa Environment Protection Authority, the Housing agency, the Addis Ababa Women Affairs Office, the Ministry of Finance and Economic Development, the Department of Urban Planning and Inspection, the Bureau of Justice, and the UN-Habitat Programme Manager have all participated.

As much as possible information have been collected from secondary sources, including international and local publications, in addition to interviews and discussions with relevant officials and professionals.

Report structure

This report consists of:

- 1 A **general background** of the urban sector in Addis Ababa, based on a desk study, interviews, focus group consultations with key stakeholders held in November 2006. (See back cover for a list of participants in the city consultations and bibliography.).

The background includes data on administration, urban planning, the economy, the informal and formal private sector, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health and education;

- 2 A synthetic **assessment** of four main areas – governance, slums, gender and HIV/AIDS and environment – in terms of the institutional set-up, regulatory frameworks, resource mobilisation and performance. This second section also highlights agreed priorities and includes a list of identified projects;
- 3 The third and last section includes a Strengths, Weaknesses, Opportunities and Threats (*SWOT*) analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities and outputs.



Addis Ababa

URBAN CHALLENGES

Industry is contributing to high levels of solid-, water- and air pollution. Enforcement of environmental regulation remains weak.



Lack of adequate water and sanitation forces inhabitants to use rivers for both personal hygiene, and for disposing sewerage.



Residents are compensated with alternate land and cash in evictions, but complain of poor exchange, and low values.



Poor maintenance and lack of legal access to land has made dense, poor quality housing a prevalent feature of the city.



1000s of residents were evicted for the building of Sheraton Hotel. Remaining settlements to the right.



ADDIS ABABA IN DATA

Hosting 30 percent of the urban population of Ethiopia, Addis Ababa, the capital of Ethiopia and the diplomatic centre of Africa, is one of the fastest growing cities on the continent. Its population have nearly doubled every decade. In 1984 the population was 1, 412, 575, in 1994 it was 2,112, 737, and it is currently thought to be 4 million. UN-HABITAT estimates that this number will continue to rise, reaching 12 million in 2024.

Its geographic location, combined with its political and socio-economic status have made it a melting pot to hundreds of thousands of people coming from all corners of the country in search of employment opportunities and services. High rate of unemployment (31%), concentration of slum dwellings, and poor housing, infrastructure and sanitary development, characterize Addis Ababa more than the few good features it possesses. The challenge is not only to reverse current situation through balancing the economic growth with the population increase, but also to catch up with decades of neglect.

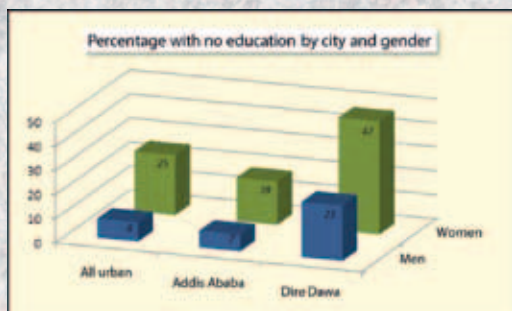
Challenges of Kebeles and Sub-Cities

Each city and town in Ethiopia is organized through smaller units called woredas, or sub-cities. Depending on the size of the city, the woredas are further divided into kebeles. Both are formally independent administrative units, but face a number of challenges.

Capacity. Responsibilities and authorities are delegated to kebeles, but capacities are not yet created at the kebele levels. Working procedures, institutional facilities and manpower are not in place. For instance, the sub-city finance and economic development organizational structure assigned a total of 117 posts, but most sub-cities have up to only 60 employees.

No comprehensive and well-prepared plan. The few plans in existence have narrow scope, and / or have been prepared hastily.

Remuneration. Kebele structures and pay scales do not attract and retain qualified professionals, and are not commensurate with the extent of responsibility of the employees. For example, the salary of kebele revenue collector is as low as Birr 895, or slightly more than USD \$ 100 per month. In view of this, it is difficult to get qualified manpower, and easy to understand the drop in collected revenue.



Resources. As a reflection of the poor economic development and the tremendous backlog, there is a huge mismatch between what has to be carried out and the funds available.

Lack of support from the central city administration. Little support is given in terms of planning systems and services by the city administration.

Reporting and accountability. The reporting procedures are not clearly established. Reporting bodies are not clear as to whom they should report to, and what should be included in their reports. There is also

problem of double accountability in reporting systems.

Manuals for planning practices are complex and outdated. Despite some attempts to design project implementation manuals, these manuals are not applicable in all sectors and projects. Sub-cities are not empowered to prepare more adequate regulations, as these prerogatives are restricted to the city-administration level.

Weak inspection and reporting mechanism. Physical works are not well-inspected, and many development projects are not audited. Monitoring and evaluation are usually carried out by the chief executives of the sub-city, rather than the finance and economic development office of the sub-city, let alone an independent auditor.

ADMINISTRATION

The city government of Addis Ababa has been trying to improve the dilapidated inner city slums in recent years. Main activities have included improving accesses roads, building communal latrines, public taps, culverts and bridges. Community participation has been encouraged by the establishment of development offices, where beneficiaries contribute in all aspects from planning to cost sharing. (UN-Habitat 2005).

These activities, while commendable, have been confined to a few neighbourhoods, and thus not able to bring about city wide impact in terms of improving the living environment of the overwhelming majority of the city dwellers.

The problem dates back decades. Until the fall of Haile Selassie's monarchist regime, most urban (*and rural*) land was owned by few elites. The majority of formal housing in Addis Ababa (*accounting for about 40% of the housing stock*) was thus provided by them. The impossibility of access to land by the poor ensured the raising of informal structures amid the formal - today a prevalent feature of the city.

Basic indicators clearly show the extent of the problem. For instance, 26 percent of the houses have no toilet facility (*not counting the informal houses*), 33 percent of households share toilet with more than six families, 29 percent have no separate room for cooking, 34 percent of the residents depend on water from frequently interrupted public taps.

ECONOMIC SITUATION

Efficient infrastructure and service delivery depends on predictable and sustainable finance. Financial viability must be based on effective exploitation of local revenue base, sound financial management, proper budgeting, project appraisal, personnel management and program execution.

In this regard, the performance of Addis Ababa has been improving substantially. For instance, the actual revenue collected in four years (2002 - 06) has more than tripled. The capital budget has more than doubled for the same years.

The main reasons for this success include improved service delivery through computerization of systems, involvement of local administrations (*kebeles and sub-cities*), outsourcing to third parties, and consultation with the business communities.

Yet there is still a considerable gap between the planned and actual revenues, and the estimated and actual budgets. For



instance, in 2003, the actual revenue collected was 70 percent of the estimated, in 2004 it was 73 percent, and in 2005 it went down to 53 percent. Similar declining trend has been observed as regards the capital budget. For instance, the actual budgets for the years 2003 to 2006 was declining in the following order: 83, 45, and 33 percent of the estimated budgets, respectively.

It is therefore important to tightening the economic control, as well as investigating, and addressing the limiting factors. To this end, two things in particular should be considered:

Building the capacity of kebele- and sub-city administration, and devolve power, planning, collection, budgeting and expenditure.

EMPLOYMENT

With its 4 million population Addis Ababa is not only the primate city, but also a city where the greatest development challenges lie. Poverty aggravating factors, such as poor housing and unemployment, are becoming growing concerns.

The unemployment rate in Addis Ababa has reached 31.4 percent. Even more worrisome is the continually growing population, outpacing by far job creation. Unemployment will therefore increase rather than decrease in the future.

The monthly income of the majority of the employed households (60%) does not exceed USD \$ 68. This low income is aggravated by a dependency ratio of 28 percent. This means that for every 10 employed, there are nearly three dependent persons of age less than 15 years or older than 65 years of age.

Cognizant of this challenge, the city government of Addis Ababa has been working towards creating employment in a multiple of directions. Initiatives include improving the in-

vestment climate, developing an integrated housing program (*with integrated employment creation and skills development*), supporting the development of micro and small scale enterprises, and making micro-finance more available.

The city administration plans to create 100 000 jobs through provision of credit, land and helping in the preparation of business plans. This may still be insufficient, as many of the jobs, especially in construction, are temporary. Therefore unemployment in Addis Ababa remains a threat to the Socio-economic development at least in the short term.

HEALTH

Health service provision in Ethiopia, and Addis Ababa, have been improving the last five years. The current health coverage in the capital has increased to 85 percent, the distance traveled to find a health facility is less than 2 kilometers, vaccination coverage is 95 percent, and the rate of HIV/AIDS infections have started to decline. For instance, for the age group 15 to 19, the rate of new infections of HIV/AIDS for women has declined to 7.7 percent, yet still nearly double that of men, at 3 percent (*EDHS, 2005*).

This encouraging result has not only been achieved by the government. The private sector has also been playing a substantial role in improving the physical coverage. Practical access remains a challenge, as the private health institutions are not affordable for the majority of the population.

Municipal authorities and government health facilities have tried to ameliorate the situation by offering to pay the cost, either in part or in full, for those who can prove that they are too poor to pay.

In view of the high rate of poverty, and the lack of documentation for such, the central and city government needs to do more. A basic recommendation is increasing the number of health posts. These are smaller units closer to the community, and are important in distributing basic health information, and providing essential services. These include reducing the

spread of infectious and water-bourne diseases, preventing new infections, and treatment of, HIV/AIDS, decrease child mortality, and increase assisted delivery (*currently at 50%*).

EDUCATION

The education sector has, similarly to health, also improved in recent years. Gross Enrollment Ratios have reached 116.4 percent. The enrollment of girls has been better than that of boys, perhaps accounting for an earlier bias, and was 123 and 109 percent, respectively.

Addis Ababa also outperforms other regions of the country. The proportion of boys finishing secondary school was in 2005 19 percent in the capital, while for all urban, Dire Dawa, and Oromia, the percentage was 13, 7, and 1.5 percent, respectively.

WATER SUPPLY

Poor maintenance and lack of new facilities combined with rapid population growth has been causing water shortages in Addis Ababa. This shortage particularly affects the low income section of the city dwellers.

The majority of slum dwellings have no easy access to water supply. For instance, 34 percent of the residents get water from public taps, which are frequently interrupted. High volume of wastage due to faulty piping (*as high as 35 percent*), and needs priority given to industries, also contribute to the shortage.

In order to address the water supply problem of the city, the Addis Ababa Water and Sewage Authority has planned to increase its production by 16 percent, and reduce wastage by 2 percent in this budget year.

SANITATION

The sanitation problem of Addis Ababa is one of the worst in the country. For instance 26 percent of the houses - and the majority of slum-dwellers, have no toilet facility, and thus use rivers, ditches and open spaces. A shortage of water-supply, ensure that the same areas are used for public baths and washing.

The existing sewerage system is inadequate, and sucking by trucks is common. Hence, the sanitary situation may get worse in the coming few years, unless extensive funding and participatory urban plans are developed.



URBAN GOVERNANCE



Political power in Ethiopia power has traditionally been highly centralized. Local governments have tended to be representatives of the centre, rather than the local community.

Community participation, decentralization, private public partnership, transparency, and accountability were thus not prevalent indicators of success.

Since the overthrow of the military regime, the country has entered a phase of decentralisation. Part of this effort included providing the city of Addis Ababa (*and Dire Dawa*) with a measure of self-government, and seats in the house of representatives.

The government, just like with the regions, still have final control. In 2004, the election was won by the Ethiopian Peoples Revolutionary Democratic Front. Disagreements on the results prompted the central TPLF government to appoint a transitory urban administration the same year, and it has ruled since. It was also agreed to hold separate woreda and kebele elections.

The transitional city administration is seen as being somewhat successful in improving service delivery, by developing

guidelines, setting standards, and establishing a complaint handling system. Among some municipal institutions, where processing times could take years, now has been trimmed to weeks and days.

According to the current program of the city civil service, capacity building, justice system improvement, transparency and community participation are main priorities.

Other cities in Ethiopia, formally organised under their respective regional states, have since received greater attention. They too are aimed to become “*models of democratic culture*” (MWUD, 2005), though it remains unclear exactly how this will be done.

INSTITUTIONAL SET-UP

- The interim city government has largely kept the administrative structure it inherited from previous administrations and the military Derg regime. It has three tiers of government: 100 kebeles (*lower level administration*), 10 woredas (*sub-cities, an administrative jurisdiction consisting of group of kebeles*), and a city administration.
- The city administration has a cabinet with executive power lead by a Mayor, who is responsible for technical matters.
- The woredas, or sub-cities, are organized in a similar fashion and mandated to administer matters in their jurisdiction, and provide support for kebeles.
- The kebele administrations are empowered to administer local matters such as community mobilisation, neighbourhood improvement, and building code enforcement.

ONGOING PROJECTS

Urban Development Partnerships Project (UDDP)

The Canadian Urban Institute, supported by CIDA, has helped urban managers in Addis Ababa improve on governance, urban management and poverty reduction goals since 2004. This project was expanded to the UDDP in 2006, when a situational analysis revealed gaps in a number of governance areas, including organisational reform, decentralisation and human resources. The project aims to improve urban governance through a foundation of research, support of partners, strengthening institutional capacity, and developing adequate educational programmes for higher level training.

- A revised charter has further strengthened the role of local governments - kebeles and woredas. It empowers woredas to administer the affairs within their jurisdiction, and makes kebeles responsible to sub-cities.
- Kebeles are now expected to be centers for development and direct popular participation. They should prepare and submit urban and budget plans to the next level of woreda, and assess and collect “C”-level taxes, and other collect municipal service fees.
- The other important step in involving the community is the set up of people’s advisory councils, at sub-city, kebele, and city levels. The council deliberates on policies, strategies and programs.
- It is still a way from full decentralization of power, however. Kebeles are not there to implement their plans, rather they are supposed to submit it to the sub-cities, collect local taxes - but not use it - and prepare budgets, but not approve it.

REGULATORY FRAMEWORK

- Addis Ababa and Dire Dawa has a special administrative status that differs from other municipalities in Ethiopia. Other municipalities must report to their respective woreda or zone administration, who in turn reports to the regional administration. Instead, the two cities administer their own affairs, subject to the constitution (*and by implication relevant other laws*) and the federal government. This is similar to the autonomy of the 9 regional states.
- Municipalities have no mention in the constitution - only regional governments and districts do. The Ethiopian government have implemented a significant number of laws regulating municipalities since. Remaining legislation is now expected at the regional level. Major laws include:
- Proclamations no. 41/91 and 4/95 gives the Ministry of Works and Urban Development responsibilities in urban



AGREED PRIORITIES

- Provision of legal advisors at all levels.
- In close collaboration with the community, enforce laws.
- Introduce the laws of the city administration to all stakeholders.
- Improve the payment package and working conditions for professionals in kebele and woreda administrations.
- Holding kebele and woreda elections as planned.
- Improved service delivery, through strengthening the institutional capacity, regulations, resources.
- Mobilising the community towards active and actual participation in kebele, woreda and city administration decisions.

development, and reaffirms regions as the chief municipal authority.

- Proclamation no. 87/97 chartered Addis Ababa as an administrative unit, and defined its organisational structure.
- Proclamation no. 272/00 revise existing legislation on urban land lease administration. Number 455/05 addresses compensation on property rights.
- The Derg famously nationalised all land in proclamation no. 47 of 1975. It established the various levels of urban dwellers associations (*kebeles*) in no. 4 of 1976. These decisions have been adopted by the current government.
- The Imperial Proclamation no. 74/45 still governs municipal revenue sources.

RESOURCE MOBILISATION AND CAPACITY BUILDING

- Governance improvement is on top of the agenda of the federal and city government, thus budget for service delivery improvement, capacity building, community mobilisation is allocated by the city administration.
- Sub-city and kebele administrations are not fully empowered, especially in revenue collection, planning and expenditure.
- In spite of weak institutional capacity and exodus of professionals, the city administration has no strong partnership with the private sector.
- Inefficient service delivery due to lack of regulations and systems has been decreasing of revenue collection.
- The major source of municipal revenue - land and property tax, is not efficient. An updated cadastre and land rights is urgent.

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	Improve Community Participation	

SLUMS



The emergence and growth of informal settlement in Addis Ababa dates back a century, but has become acute in the last 25 years.

The Derg military regime succeeding Haile Selassie nationalised all land and rental houses shortly after taking power in 1974. Rental houses were given to the kebele (*or dweller association*) for administration, but having cut rent by as much as 70 percent, and passing all revenue to the central government, there was not much left for maintenance and construction.

As a result, half of the kebele houses, accounting for 40 percent of the total housing stock, need replacement. Between 50-80 percent of the remaining houses are informal, or built without permit. Informal housing is furthermore a challenge for all strata of the population. Lack of legal access to land has necessitated that even affluent citizens build without permit on un-regulated, or idle land.

Attempts have been made in recent years to prevent further growth in informal settlements, through developing urban plans and building codes at the lowest administrative level of kebeles. Given its universal nature, however, it is clear that the government needs to evaluate its policy of state ownership of land, and properly document existing user practices.

Basic indicators clearly show the extent of the problem. For instance, 26 percent of the houses have no toilet facility (*not counting the informal houses*), 33 percent of households share toilet with more than six families, 29 percent have no separate room for cooking, 34 percent of the residents depend on water from frequently interrupted public taps.

Batched with the sheer size of informal houses, it can be safely stated that Addis Ababa (*and indeed all Ethiopian cities*) have a critical housing problem. Neither the federal nor the city government has adequately addressed this problem on the needed scale, despite several smaller initiatives. For instance,

the government still owns all land and rental units, and rents remain unchanged. Residents have thus little incentive to move (*even if they could afford it*), and even less to improve the housing stock themselves.

INSTITUTIONAL SET-UP

- Addis Ababa and Dire Dawa report directly to the Ministry of Federal Affairs.
- The National Urban Planning Institute, organised under the Ministry of Federal Affairs, was responsible for developing the National Urban Development Policy.
- The Ministry of Works and Urban Development (*MWUD*) is in general responsible for overall policy, strategy formulation, and capacity building.
- This Ministry has key sections/bureaus including policy stuck dies, land and housing, urban planning.
- Addis Ababa City Council is responsible for refining federal legislation, but must act in line with federal directives.

ONGOING PROJECTS

Addis Ababa Slum Upgrading Programme

UN-HABITAT is working with local partners to realize target 11 of the Millennium Development Goal 7, of Cities Without Slums. The project targets slum dwellers through strengthening institutions, building partnerships, and supporting the improvement of conditions in the slums. It is based on a foundation of research, and has activities ranging from raising awareness about slum conditions, increasing the capacity and processes of slum upgrading, slum-dweller empowerment, development of a financial strategy, and slum upgrading pilot projects. See www.unhabitat.org for more information.

- Kebeles, or urban dweller associations, are responsible for housing and economic activity within their areas.

REGULATORY FRAMEWORK

- Addis Ababa is a chartered city and is accountable to the federal government and the residents.
- The city has an physical structure plan.
- There is a federal urban development policy, but it does not adequately cover maintenance, construction and funding for urban housing.
- There is a condominium policy, and it is serving as the baseline for building of cheap housing in the city. However, it lacks in extent, and does not adequately cover housing for the poor.
- The role and responsibilities of all actors, including the city, administration, agencies, woredas and kebeles, is clearly stipulated in the city charter and subsequent regulations.
- Informal settlements typically lack regulation and subsequent user-rights, rendering residents with little formal protection against developers. As a result, residents are complaining of not being properly compensated for development activities affecting their homes, and developers are complaining of delay in the acquisition of land.

RESOURCE MOBILISATION

The municipality of Addis Ababa needs to ensure that its huge and ambitious projects are properly funded, and not overly reliant upon cost-sharing from the poor.

The municipality should simplify its tax code and -collection mechanisms, while establishing a more efficient service delivery system. It must streamline its administration at all levels, making lower levels of administrations able to make decisions that affect their constituencies.

Perhaps most significantly, the private sector should be more involved, and government intervention in, and ownership of, businesses should be kept to a minimum. The city government could play more important role if it focuses on facilitating targeted subsidies, and facilitating a more efficient housing market.

TENURE

- *“Security of tenure is the right of all citizens to effective protection against forced eviction. People have secure tenure when there is evidence of documentation that can be used as a proof of tenure status, and when there is either de facto or perceived protection from forced eviction” (UN)*
- The city government of Addis Ababa has relocated residents as part of the implementation of the structure plan,

AGREED PRIORITIES

- Establish and enforce a transparent system of checks and balances in urban planning and implementation.
- The community must be involved at greater extent, both to identify intervention activities, but also in funding.
- The capacity of institutions in charge of land preparation and housing needs to be strengthened.
- Sub-cities and kebeles need to work together, establish an efficient information flow among themselves. This necessitates a level of fund determination on part of the kebeles.
- Existing cadastre and land-use should be documented in a transparent and effective land registry.

and to clear land for investment. It is likely to continue this policy in the foreseeable future. For instance, hundreds of residents were evicted to build Sheraton, Africa’s first “luxury collection” hotel. Other examples include the Kasachise and Dembel building projects, as well as governmental condominium projects.

- The question is are these evictions/relocations done fairly or not. According to current practices, the kebele house residents are provided with another government house, mostly in the expansion areas, and owner occupiers are compensated in cash and plots of land.
- However this practice has not been without complaint and problems, the owner occupiers have been complaining about the low compensation rate, and claim the market rate.



SLUMS* N°1	Project proposal	Page 21
	Improvement of Urban Land Management and Cadastre Systems	



Gender inequality is continuing to be structural in Ethiopia, contributing to the low level of socio-economic and political development of the country. Discriminatory laws, harmful traditional practices, and stereotyped thinking are making life difficult (*and often dangerous*) for women, while disregarding the vast potential half the population could contribute to the country.

As a result, in spite of the high number of women (52%) in Addis Ababa, men take the major share of educational, economic, social and other opportunities. The participation of women in the formal sector is lower than men (41%), but dominate in the more insecure, and lower paid informal sector (87%).

Physical and social infrastructures are also reinforcing women's lower status. Women are barred an equal participation also on grounds of stereotypes. Household chores, collection of fire wood and water are typically women's responsibilities, and take up a lot of time. Distant public taps thus add to the burden of women in particular. In Addis, a reported 34 percent of residents get water outside the home, though the actual percentage may be twice as high.

Structural differences from birth also make women less able to participate on par with men. 69 percent of all women in Addis Ababa have undergone Female Genital Mutilation. 50 percent of the women do not give assisted delivery, a worrying situation as FGM often leads to complications during birth. 23 percent of women in the city are illiterate, and another 22 percent have no more than primary education. These numbers are double that of men. Only 4 percent have reached college or university level (*AAWAAO, 2006*).

The city government has taken some steps to address these issues, notably in access to health, education and city govern-

ment jobs. The city aims to allocate half of all municipal jobs, and 20 percent of the new condominium houses for women. Two out of three administrative positions in the lower kebele administrations are reserved women.

But percentages hide a lot of context. Women's participation is already quite strong in low-paid menial municipal work (53%), and quite weak in higher administrative levels (3%). Furthermore, both the present (*and previous*) city administrations has/had only one woman cabinet member.

INSTITUTIONAL SET-UP

The Ministry of Women's Affairs is responsible for policy formulation, implementation, advocacy and capacity building.

The city of Addis Ababa has a Women's Affairs Office, like other ministries, agencies, and local governments.

ONGOING PROJECTS

Biruh Tesfa - Creating a brighter future for urban migrant girls

While urban youth generally fares better than their rural counterparts in terms of access to health, education and safety, the situation is reversed for young urban migrants. Lacking proper identification, education, and often family ties, they are more vulnerable to exploitation, disease, and a continued life in poverty. The majority of young urban migrants are girls, who are more at risk because of women's lower position in Ethiopia, as well as their primary option of working in unregulated private households. The project, supported by the Population Council, UNFPA, USAID and DIFID, among others, target out-of-school 10-19 year old girls and young women, help them with acquiring an ID, health access, HIV/AIDS testing and counselling, and educational opportunities (80% have no prior school background). The project is currently helping 2 400 girls in Addis Ababa (*plus 1 300 in Bahir Dar*), and is expanding to new areas in both cities, in addition to Gondar. See www.popcouncil.org/pgy for more information.

AGREED PRIORITIES

- Economic empowerment of women through practical measures.
- Capacity building at all levels.
- Gender mainstreaming in the public sector.
- Sustainable awareness creation on gender issues.
- Fight Harmful Traditional Practices through legal amendments and awareness campaigns.
- Mobilize women to participate in the municipal and kebele elections.

In addition there are a number of NGOs involved in advocacy and capacity building of women including Christian relief and development association (CRDA), Ethiopian media women association (EMWA), Ethiopian women lawyers association (EWLA), and Network of Women Association (NEWA).

REGULATORY FRAMEWORK

- The National Policy on Women (1993) aimed to mainstream gender into existing laws and government policies, as well as change discriminatory practices and improve awareness.
- The 1994 constitution (Articles 7 and 35) affirms the rights of women, and accord women the same rights as men.
- The paragraph is contradicted by the preceding Article 34. It states that the constitution “shall not preclude the adjudication of disputes relating to personal and family laws in accordance with religious or customary laws, with consent of the parties”. The equality granted under the constitution is thus subject to discriminatory traditional laws, if the parties want it.
- The Family Law amends discriminatory practices relating to marriage (Raising legal age from 15 to 18), divorce, children and joint property.
- The 2005 revision of the penal code included rape, marriage by abduction (crime is not cancelled by subsequent marriage, and rape will be included in charges), domestic violence, female genital mutilation and abortion.
- The national poverty reduction strategy 2006-10, the PASDEP, has wide references on gender, and aims to “unleash the potential of women” for the benefit of the country.
- The National Action Plan on gender is the main gender strategy under the PASDEP, and aims to mainstream gender into policies and programs.
- The Gender Budget Analysis aims to identify gender disparities within federal and regional plans, and disaggregate reporting between men and women where relevant.
- Ethiopia is also signatory to a number of international conventions on gender, including The Convention on

the Elimination of All forms of Discrimination Against Women (CEDAW) in 1981, and the Beijing Platform of Action in 1995.

RESOURCE MOBILISATION AND CAPACITY BUILDING

- In spite of the existence of all the encouraging policy instruments and host of NGOs, the Addis Ababa Women's Affairs Office is faced with shortage of capital to undertake projects which benefits the women of Addis Ababa. This combined with human resource shortage has been an impediment to an effective implementation of policies and narrow the gender gap.



GENDER HIV/AIDS N°1	Project proposal	Page 23
	Gender Audit	
GENDER HIV/AIDS N°2	Project proposal	Page 23
	Sensitising on Violence Against Women	

THE ENVIRONMENT



Addis Ababa's population has been growing dramatically in the last few decades. In 1992, the population was nearly 1.4 million. It is currently 4 million. This high growth has been putting a tremendous pressure on both social and physical infrastructures.

The deteriorating situation have prompted community groups, local NGOs, and the international community to press for improved enforcement of existing regulation, physical structures, water and sanitation.

For instance, 35 percent of the solid waste generated by the city is never collected, and instead is dumped into rivers, ditches, roadsides, and other open spaces. It is a common sight to find children playing and scavenging in these areas, adding a immediate and community health risk to the problem.

Also, what is being collected is not being recycled, as there is no sanitary landfill site. All the collected wastes are dumped on open fields, creating another source of soil, water and air pollution. The absence of a disposal system for hazardous and medical wastes, ensures that this too is being mixed with the remaining waste. This mix continues to be a hazard for informal recyclers, who make a livelihood of collecting re-usable waste, such as discarded objects, plastic, metal, etc.

ONGOING PROJECTS

Small-scale environmental support

The Belgian Technical Cooperation is implementing a micro-intervention programme, part-funded by local partners. It supports, among other projects, small-scale urban environmental interventions and improvements in water and sanitation. Specific attention is given to women and youth, and that the projects are viable for income generation and job creation.

In spite of the suitability of wastes for composting and biomass (60 percent of wastes are organic and biodegradable), the current practices of the Addis Ababa Environmental Protection Authority is only at an experimental stage.

The private sector are relatively free to start up collection services in the city, but low affordability ensures that only high-income neighbourhoods are covered. Encouraging signs are seen in Bole, where 30 percent of the solid waste is collected by private collectors. (*UN-habitat 2005*).

The situation is even worse for liquid waste management. Only 7 percent of the houses have connection to the municipal sewer line (*SDPRP, 2002*), and 25 percent of the residents have no any access to any kind of sanitation facility (*ORAAMP, 2002*). In the most congested areas (*Lideta and the ketema sub-cities*) 10 percent of the residents have to pay for toilet facilities.

Industrial wastes are also a growing challenge. The majority of Ethiopian industries are located in the capital, and a considerable number of them are based close to rivers. This provides a convenient channel to discharge wastes, in particular in the absence of a practical alternative and environmental enforcement.

The city government has further committed itself to the development of industries through provision of land in specialised zones irrespective of their impact on the environment. There is no demands of an environmental impact assessment before land delivery.

The city of Addis Ababa has tried to balance the demand on the environment with sustainable practices. A clean environment is seen as an integral part of building a safe and livable

Addis Ababa by the year 2010 in its vision plan, but the demands and economical benefits of industries can be hard to put down. A similar effort by the city to meet Agenda 21 in the 1990s, through the “Eco-City” project, failed due to lack of implementation.

INSTITUTIONAL SET-UP

- The Federal Environment Protection Authority (*EPA*) is responsible for policy making, standard setting, research and capacity building.
- EPA works with partners, including NGOs, private sector, local governments, and the community to improve environmental practices.
- The Addis Ababa Environment Protection Authority (*AAEPA*) is responsible for the design of city policy, regulations, standards, capacity building and monitoring.
- There are also institutions dealing with more of operation of specific environmental issues including:
 - Sanitation, beautification and park development agency;
 - Addis Ababa Water and Sewerage Authority;
 - Urban Agriculture Office; and
 - Many NGOs, such as the Clean and Green Initiative.

REGULATORY FRAMEWORK

- The Addis Ababa Environment Protection Authority (*AAEPA*) is in the process of developing policies, regulations and guidelines specific to the city, and thus currently using several federal policy and regulations. These include:



AGREED PRIORITIES

- Increase coordination and decrease overlap among environmental institutions, NGOs and private corporations.
- Undertake sustainable awareness creation campaign.
- Develop a sanitary landfill site, that includes separation of wastes and a hazardous wastes disposal system.
- Enforce Environmental Impact Assessment on any new land-use activity.
- An intensive promotion of recycling, composting and biomass creation.
- Establish a system for efficient management of open public spaces, in close collaboration with local governments and the community.
- Create a conducive environment for the participation of the private sector, especially in recycling and waste collection.
- Reforestation on mountain and river sides, expansion and rehabilitation of parks.
- Enforce regulation of noise and air pollutants.

- The overall Environmental Policy;
- The Environmental Impact Assessment Proclamation;
- Pollution Control Proclamation;
- The Public Health Proclamation and National Sanitation Strategy;
- The municipal regulations in existence, include:
 - The structure plan of the city;
 - Environmental Audit Regulation;
 - Municipal solid waste policy and regulation (*includes waste water*);
 - Draft Environmental Impact Assessment (*EIA*), and pollution control regulation;
 - Draft Industrial Effluent Emission, and Ambient, Air and Water Quality Control regulation; and
 - Draft Green Area Management regulation.

RESOURCE MOBILISATION

- Most of all institutions responsible for environment protection heavily rely on municipal funding which is insufficient to address the ever deteriorating environmental degradation of Addis Ababa. Funding from bilateral and multilateral institutions are not reliable and sufficient
- The participation of the private sector in liquid and solid waste collection and disposal is a good start but much remains to be done to achieve meaningful partnership which is instrumental for addressing resource limitation.

ENVIRONMENT N°1	Project proposal	Page 25
	Sustainable use of River and Riverbanks	

Strengths	Weaknesses	Opportunities	Threats	Priorities
INFORMATION, COMMUNICATION AND TRANSPARENCY				
<ul style="list-style-type: none"> Focus on empowering local governments. Creation of local governments. Decentralization policy. 	<ul style="list-style-type: none"> Poor capacity of local governments –sub-cities and kebeles. Local governments have no strong control over their resources. Constantly changing structure / reorganisation efforts. Still much is done centrally. Absence of publicly elected leaders. 	<ul style="list-style-type: none"> Global institutions and federal government are keen to support decentralization and devolution of power. Abundant global experience and best practices. 	<ul style="list-style-type: none"> The city government may lose focus as it has too many commitments. Newly elected officials may not be effective in exercising their power. 	<ul style="list-style-type: none"> Introduce the laws of the city administration to all stakeholders. Holding kebele and woreda elections as planned. Mobilising the community towards active and actual participation in kebele, woreda and city administration decisions.
FINANCIAL CAPACITY				
<ul style="list-style-type: none"> Will, and commitment of city government to build on what has been started by the previous administrations. Delegation of service delivery to third party (e.g. <i>tax collection by banks</i>). Civil service delivery improvement is given much attention. 	<ul style="list-style-type: none"> Performance standards are not well known by the majority of consumers. Absence of strong community / pressure groups to challenge poor performance. Lack of sustainable service delivery improvement -during transition almost all services stop until the next boss arrives, and understands the system. 	<ul style="list-style-type: none"> Federal government support. Existence of performance standards, procedures and manuals. 	<ul style="list-style-type: none"> The momentum of the previous government may decline, as the current city administration needs time to establish its leadership, monitoring and supportive role. Too much assignment given to local governments may impact on their performance, especially when funding do not follow. 	<ul style="list-style-type: none"> Improve the payment package and working conditions for professionals in kebele and woreda administrations. Improved service delivery, through strengthening the institutional capacity, regulations, resources.
CITY ADMINISTRATIVE- AND STAFF PERFORMANCE				
<ul style="list-style-type: none"> Institutional and human resource deficiencies are identified / felt. Existence of a dedicated capacity building bureau. 	<ul style="list-style-type: none"> Weak institutional capacity at all levels. Critical human resource shortage. Changing leaders and structure. 	<ul style="list-style-type: none"> Federal government has put local capacity building as one of its priorities. Bilateral agencies are working on capacity building. Existence of NGOs, community groups. 	<ul style="list-style-type: none"> It may be difficult to find qualified professionals to fill key positions in a short period of time. 	<ul style="list-style-type: none"> Provision of legal advisors at all levels. In close collaboration with the community, enforce laws.

GOVERNANCE N°1	Project proposal
	Capacity Building for Civil Service Delivery Improvement

LOCATION: Addis Ababa.

DURATION: 3 years.

BENEFICIARIES: Residents of Addis Ababa, civil servants and city administration.

IMPLEMENTING PARTNERS: City administration, academic institutions.

ESTIMATED COST: \$ 5.000.000

BACKGROUND: The different levels of civil service in the city administration - *city, sub-city and kebele* - are characterized by poor institutional capacity, and severe resource limitations. Regulations and procedures are incomplete or missing, and the officials and staff are not well aware of them. Institutions are furthermore poorly integrated, and the information flow between the different levels - *or even within one level* - is dysfunctional.

Attempts have been made to address these problems through civil service reform programs, aiming at improving revenue collection, revision of standards, facilitate communication, and establishing a complaint handling mechanism. While encouraging results have been achieved in some areas, an overall improvement is still lacking, needing a more sustained and holistic effort.

OBJECTIVES: Improve service delivery, efficiency and effectiveness of the city administration.

ACTIVITIES: Develop and complete procedural manuals and regulations, promote delegation of power to third parties, create experience sharing and consultation forums, provide support, capacity building and advice to the 99 kebeles, and provide training to civil servants, ensure that technical and vocational education is updated to the actual needs of the city, and up to the required standard.

OUTPUTS: 1). A more responsive, efficient and accountable city administration at all levels. 2). More capable and responsible civil servants.

STAFF REQUIRED: 1 coordinator, 5 experts in Ethiopian legal, governance, planning and programming issues, 25 trainers.

GOVERNANCE N°2	Project proposal
	Improve Community Participation

LOCATION: Addis Ababa.

DURATION: 3 years.

BENEFICIARIES: Residents of Addis Ababa, civil servants and city administration.

IMPLEMENTING PARTNERS: City administration.

ESTIMATED COST: \$2,000,000.00

BACKGROUND: Public support for city administrations in Ethiopia is in general quite low. Opaque procedures, lack of implementation and high fees have established a culture of passivity among many urban dwellers when it comes to urban governance.

One of the instruments to fill the information gap which diminishes the confidence of the public on the administration is participation in relevant urban development projects, information dissemination and public announcements.

OBJECTIVE: Enhance community participation in development activities through promotion of inclusive urban governance.

ACTIVITIES: 1) Open public forums for debate on community development activities, land assignments and other relevant activities. 2) Announce developments in due time in the affected areas. 3) Improved dissemination in state media. 4) Communicate programs and projects of the city to the residents. 5) Present / share local and international best practices.

EXPECTED OUTPUTS: Improved public participation in urban governance.

STAFF REQUIRED: 1 coordinator, governance, planning, gender and media experts.

Strengths	Weaknesses	Opportunities	Threats	PRIORITIES
REGULATION AND POLICY				
<ul style="list-style-type: none"> The existence of an integrated housing program. Availability of a recently revised master plan, which have included local development plans. The largest share of the current five year budget of the city is dedicated for housing. Existence of urban development policy, condominium proclamation and regulation. Existence of a transfer proclamation for condominium houses. Existence of an encouraging private sector involvement, especially in the real estate sector. 	<ul style="list-style-type: none"> Lack of a specific housing policy. Lack of a specific up-grading policy. Lack of up to date relocation and compensation regulation. Poor regulation of informal settlements. Difficult access to loans for home improvement for the poor. Inadequate focus on the urban poor (<i>60% of the population can't afford even the studio type</i>). 	<ul style="list-style-type: none"> Integrated housing program is on top of the agenda of the federal government Availability of international support (<i>e.g., cities without slums</i>). Availability of studies made by NGOs, academic institutions, and the municipality. 	<ul style="list-style-type: none"> High number of poor people. Increasing number migrants. 	<ul style="list-style-type: none"> Establish and enforce a transparent system of checks and balances in urban planning and implementation. Existing cadastre and land-use should be documented in a transparent and effective land registry.
PROVISION OF ADEQUATE SHELTER AND SERVICES				
<ul style="list-style-type: none"> Slums are planned to be replaced by condominium houses gradually. Cross-subsidy scheme for one bedroom and studio type condominium houses. Provision of priority to women headed households in accessing condominium houses. 	<ul style="list-style-type: none"> No housing project aimed at the urban poor. Lack of projects specifically aimed at improving the living condition of slum dwellers. Poor infrastructure and service delivery in slum areas. 	<ul style="list-style-type: none"> Federal government support on housing. Availability of loan for condominium housing. Opportunity to learn from the experience of implemented condominium projects. Availability of studies on housing. 	<ul style="list-style-type: none"> Rising cost of infrastructures and construction materials. Increasing number of poor people who will settle informally as they can not pay for housing. Rising inflation may impact on savings for condominium beneficiaries. 	<ul style="list-style-type: none"> The community must be involved at greater extent, both to identify intervention activities, but also in funding. The capacity of institutions in charge of land preparation and housing needs to be strengthened.
INSTITUTIONAL SETUP AND CAPACITY BUILDING				
<ul style="list-style-type: none"> Housing programs and projects are integrated with job creation and capacity building. Institutional and human resource deficiencies are identified / felt. Existence of a dedicated housing institution. Increasing number of contractors with experience on condominium construction. Increasing number of skilled youths and enterprises. 	<ul style="list-style-type: none"> Weak institutional capacity of the municipality . Critical human resource shortage. Inadequate research and documentation capacity. Poor land-use documentation, database and data management. Lack of clear data on government owned houses. 	<ul style="list-style-type: none"> Federal government has put local capacity building as one of its priorities. Bilateral agencies are working on capacity building. Existence of NGOs, community groups and academic institutions. 	<ul style="list-style-type: none"> It may be difficult to find qualified professionals to fill vacant positions in a short period of time. 	<ul style="list-style-type: none"> Sub-cities and kebeles need to work together, establish an efficient information flow among themselves. This necessitates a level of fund determination on part of the kebeles.

SLUMS N°1	Project proposal
	Improvement of Urban Land Management and Cadastre Systems

LOCATION: Addis Ababa.

DURATION: 3 years.

BENEFICIARIES: Addis Ababa urban administrations, residents, and developers..

IMPLEMENTING PARTNERS: City administration of Addis Ababa and community leaders.

ESTIMATED COST: USD \$ 5.000.000

BACKGROUND: The deplorable state of the governmental housing stock, and the high number of informal settlements in Addis Ababa has made some calculate that between 70-80 percent of the shelters in the city can be considered slums.

Part of this problems stems from unclear user-rights to land, making residents unwilling to upgrade structures, complicated (*and missing*) government registration procedures. Given the increasing value of land, these deteriorating settlements are in threat of being replaced by commercial developments, with unclear or inadequate replacements given in exchange, thereby moving the problem rather than dealing with it.

The city of Addis needs a up-to-date, transparent and on-line land-registry, where existing land use is clearly delineated. Government procedures needs to be simplified, and fees charged to non-commercial residents for registration small. When developments are planned in particular communities or sectors, the residents must be informed - and allowed input - in due time prior to approval, as with an environmental impact assessment.

Secondly, the registry should have data on current status of each sector and each building, the existence and function of support infrastructure like roads, water and sanitation, and whether it is feasible to upgrade, or replace, the structure.

OBJECTIVES: Establish a participatory, transparent and comprehensive land registry system to be used globally in the city, and, in the future, connect to a compatible national land registry system.

Address the deteriorating housing stock of the city in a sustainable manner.

Build the capacity of local communities to manage / oversee government housing stock.

Create employment through involving Micro Enterprises in housing development.

ACTIVITIES: 1) Design a land registry system that is light, comprehensive, and able to be accessed remotely. 2) Register current housing stock by kebeles, including ownership user-rights, current state and presence of support infrastructure. 3) Prepare an action plan based on the above findings for funding of upgrading or replacement.

EXPECTED OUT PUTS: 1) A clear and transparent registry of current land-use, ownership and quality. 2) A comprehensive action plan for upgrading or construction of housing, with a clear section for similar needs in public infrastructure.

REQUIRED STAFF: 1 coordinator, 100 kebele focal points, 25 surveyors, 5 IT / database specialists.

Strengths	Weaknesses	Opportunities	Threats	Priorities
GENDER AND HIV/AIDS POLICY				
<ul style="list-style-type: none"> Gender is on the agenda of the city government, through reserving both jobs and houses for women. Existence of policies and strategies necessary to narrow gender inequality (e.g. women, education, health, population, housing policies). Constitutional amendments are done to address gender inequality. 2/3 of the kebele leadership are reserved for women. 	<ul style="list-style-type: none"> Women are marginally empowered at the higher political levels. Inadequate budget. Gender mainstreaming is not a well addressed issue. Low level of participation of women in the professional and semi-professional posts. 	<ul style="list-style-type: none"> Global institutions and the federal government have put gender on the agenda. Existence of decentralized structure (<i>women offices exist at all levels</i>). Women in leadership positions can highlight gender issues. 	<ul style="list-style-type: none"> Financial limitation. Stereotyped attitude towards women may need some time. Male domination will continue for some time to come. 	<ul style="list-style-type: none"> Economic empowerment of women through practical measures. Gender mainstreaming in the public sector.
GENDER AND HIV/AIDS AWARENESS AND ACCOUNTABILITY				
<ul style="list-style-type: none"> The Addis Ababa Women's Affairs Office has been performing its task in a difficult situation. Many gender related problems are identified. Women and girls are involved in various advocacy activities. Awareness on gender has been on the rise. 	<ul style="list-style-type: none"> Poor data base. Insufficient research and development. Insufficient integration and coordination among different actors. Poor law enforcement. Insufficient gender mainstreaming. 	<ul style="list-style-type: none"> Much can be learned from global experiences. Federal government support. Existence of NGOs and advocacy groups. 	<ul style="list-style-type: none"> Resource limitation. Multiple of priorities. 	<ul style="list-style-type: none"> Sustainable awareness creation on gender issues. Fight harmful traditional practices, through legal amendments and awareness raising campaigns.
INSTITUTIONAL SET-UP AND CAPACITY BUILDING				
<ul style="list-style-type: none"> Existence of dedicated institutions. Capacity limitation is felt in most gender related activities. Existence of many institutions working on gender. 	<ul style="list-style-type: none"> Weak institutional capacity. Weak integration / working relationship with others. Insufficient support from central authorities. Inadequate awareness raising efforts. 	<ul style="list-style-type: none"> Availability of international support. 	<ul style="list-style-type: none"> Resource limitations due to competing needs. 	<ul style="list-style-type: none"> Capacity building at all levels. Mobilize women to participate in the municipal and kebele elections.

GENDER HIV/AIDS N° 1	<i>Projects proposal</i>
	Gender Audit

LOCATION: Addis Ababa.

DURATION: Two years.

BENEFICIARIES: Women of Addis Ababa, municipal administration.

IMPLEMENTING PARTNERS: Addis Ababa Women's Affair Office, Network of Women Associations, and 11 sector bureaus.

ESTIMATED COST: USD \$ 250.000

BACKGROUND: The Addis Ababa Women's Affairs Office is responsible for addressing gender inequality, mainstreaming gender in sector programs, building the capacity of counterparts, and fight HIV/AIDS.

Many actors in the field make for duplicating work, lack of coordination, and ultimately lack of funding for project implementation, and the sectoral women's bureaus.

It is therefore important to identify the major gaps in gender balancing the urban administration, service provision, and development activities.

OBJECTIVE: Conduct an audit of gender issues in municipal sub-city and kebele administrations, in eleven sectoral bureaus and among the NGOs working on gender issues.

SPECIFIC OBJECTIVES: Identify gaps and recommendations in the work to promote gender equality on both practical and policy level in city, sub-city, and kebele administration.

Implement pilot projects to address the major recommendations.

ACTIVITIES: 1) Consult with city administration at all levels, stakeholders, and NGOs working on gender issues to identify gaps and recommendations. 2) Organize and conduct sensitization workshop. 3) Implement pilot projects based on the recommendations above.

EXPECTED OUTPUT: Clearly identified, assessed and documented gender audit useful for practical implementation, policy and strategy formulation.

STAFF REQUIRED: 1 coordinator, 3 gender experts.

GENDER HIV/AIDS N° 2	<i>Projects proposal</i>
	Sensitising on Violence Against Women

Location: Addis Ababa.

DURATION: Three years.

BENEFICIARIES: Women of Addis Ababa, state, city, sub-city and kebele institutions like the administration, police, justice bureaus and courts.

IMPLEMENTING PARTNERS: Addis Ababa Women's Affair Office, and Women's Associations.

ESTIMATED COST: USD \$ 200.000

BACKGROUND: Violence against women is a serious problem that transcend economic, social and cultural lines. It takes different forms, and is perpetrated by spouse, close family, community, strangers or the government.

According to a finding of Action Aid in 2004, one third of female students thought it was the right of male counterparts to obtain sex through charm or force. This despite a full 93% confirming that they know violence against women to be a criminal act and punishable by law.

Addressing violence against women is essential to achieve an equal status of women. It needs to be tackled at two different fronts. 1) Ensuring that women and men know what the law says, and 2) Ensuring that government institutions cease to treat violence against women as a domestic issue, and ensure that vulnerable women are protected, and that perpetrators are punished.

OBJECTIVE: Teach public institutions how to deal with gender violence, and establish protective measures for vulnerable women.

ACTIVITIES: 1) Organize and conduct sensitization workshop for senior municipal administrators at all levels, where gaps within each institution and way forward are identified. 2) Pilot projects to be implemented in five city institutions, on basis of future sustainability and potential impact.

EXPECTED OUTPUT: Increased awareness on gender violence in urban institutions, and improved protection of vulnerable women.

STAFF REQUIRED : 1 coordinator, 20 gender and legal experts.

Strengths	Weaknesses	Opportunities	Threats	Priorities
ENVIRONMENTAL PLANNING AND REGULATION				
<ul style="list-style-type: none"> The structure plan of the city has put sufficient attention to environment. Existence of environment regulations. Existence of regulation for the involvement of the private sector in waste collection. The attempt to meet Agenda 21 through eco-city program. 	<ul style="list-style-type: none"> Poor enforcement of policies and regulations. Inadequate awareness creation. Lack of city wide environment planning. Environmental impact of projects is not given attention/not practiced. 	<ul style="list-style-type: none"> It is a global agenda. Existence of global and local pressure groups. Federal environment protection support. Suitability of wastes for recycling. Environment is being considered as a cross cutting issue. 	<ul style="list-style-type: none"> Increasing pollution. Poor institutional capacity. Human resource limitation. 	<ul style="list-style-type: none"> Develop a sanitary landfill site, that includes separation of wastes and a hazardous wastes disposal system. Enforce Environmental Impact Assessment on any new land-use activity.
INSTITUTIONAL SET-UP AND CAPACITY BUILDING				
<ul style="list-style-type: none"> Existence of local governments. The problems are identified. Existence of environment protection authority of the city. Capacity building is on the agenda of the city government. 	<ul style="list-style-type: none"> Weak institutional capacity to regulate pollution. Lack of sustainable environmental education. Poor data base. Poor research and development. 	<ul style="list-style-type: none"> The federal Government has a program on community mobilization for sustainable environment protection. Emerging private sector. Abundance of global experiences. Emergence of the private sector on recycling and waste collection. Existence of NGOs. 	<ul style="list-style-type: none"> Poverty may aggravate pollution. The city administration may have many competing demands. 	<ul style="list-style-type: none"> Increase coordination and decrease overlap among environmental institutions, NGOs and private corporations. Undertake sustainable awareness creation campaign. An intensive promotion of recycling, composting and bio-mass creation.

ENVIRONMENT N°1	Project proposal
	Sustainable use of River and Riverbanks

LOCATION: Addis Ababa.

DURATION: Four years.

BENEFICIARIES: Citizens of the city.

IMPLEMENTING PARTNERS: Addis Ababa Environment Protection Bureau, Urban Planning Office, and local partners.

ESTIMATED COST: USD \$ 5.000.000

BACKGROUND: The rivers of Addis Ababa are not used for recreation or other productive purposes. Rather, it is used as waste dumping points for household and industrial effluents.

It is also used for farming. Agricultural runoff is aggravating the polluted state of the rivers. Clearing banks, by cutting trees, increases erosion, and make the surrounding area more vulnerable to floods.

An integrated, sustained and strategic approach is needed to systematically improve both the river, and the river bank areas.

OBJECTIVE: Improve the environmental conditions and encourage sustainable usage of Addis Ababa's river and riverbank area.

ACTIVITIES: 1) Develop a comprehensive river environment plan, in coordination with residents, local businesses, that adequately deals with existing usage. 2) Awareness creation, capacity building, sensitisation of all actors, regulations development. 3) Build soil and water conservation structures and greenery and plantation.

EXPECTED OUTPUT: Cleaner and more sustainable usage of the rivers and riverbank areas.

STAFF REQUIRED: 1 coordinator, urban developers, soil expert, engineers, landscape expert, hydrologist, kebele focal points.

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Acronyms

AAEPA	Addis Ababa Environment Protection Authority
AAWAO	Addis Ababa Women Affair's Office
ADLI	Agricultural Development Led Industrialisation
ANRS	Amhara National Regional State
CBDSD	Capacity Building for Decentralized Service Delivery
CERTWID	Centre for Research Training and Information for Women in Development
CIDA	Canadian International Development Assistance
CSRP	Civil Service Reform Program
DDCAD	Dire Dawa City Administration
DAG	Development Assistance Group
DHS	Demographic & Health Survey
EC	European Commission
ECA	Economic commission for Africa
EIA	Environmental Impact Assessment
EWDF	Ethiopian Women Development Fund
EWLA	Ethiopian Women Lawyers Association
FDRE	Federal Democratic Republic of Ethiopia
FEMSEDA	Federal Micro and Small Enterprises Development Agency
FGM	Female Genital Mutilation
FUPI	Federal Urban Planning Institute
GDP	Gross Domestic Product
HAPCO	HIV/AIDS Prevention and Control Office
HPM	UN-Habitat Program Manager
HTP	Harmful Traditional practices
MDG	UN Millennium Development Goal
MoFED	Ministry of Finance and Economic Development
MOH	Ministry of Health
MSE	Micro and Small scale Enterprise
MWUD	Ministry of Works and Urban Development
NEWA	Network of Ethiopian Women's Associations
NGO	Non-Governmental Organization
NUPI	The National Urban Planning Institute
OPM	Office of the Prime Minister
ORAAMP	Office for the Revision of Addis Ababa Master Plan
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PPP	Purchasing Power Parity
ROAAS	UN-HABITAT Regional office for Africa and the Arab States
RUSPS	Rapid Urban Sector Profile for Sustainability
TPLF	Tigray People's Liberation Front
UN DESA	UN Department of Economic and Social Affairs
UN-HABITAT	UN Human Settlements Programme
UNCHS	UN Centre for Human Settlements
UNDP	UN Development Programme
SIDA	Swedish International Development Assistance

ADDIS ABABA CONSULTATION

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ATTENDANCE LIST

Name and Organisation

Zinashwork Alemseged
Department head
Addis Ababa Women's Affairs Office

Mekuria Feleke
BOFED

Getenet Gebre
Team leader
Addis Ababa Environmental Protection Authority

Murad Husen
Department head
LDAA

Adian Israel
Canadian Urban Institute

Desta Julia
Department head
UIDC

Fronkin Kutuobu

Tsion Lemma
Team Leader
Urban Plan Preparation and Inspection Department

Halima Mohammednur
Head, External Relations Desk
Addis Ababa Mayor's office

Adem Mussa
Department Head
Addis Ababa Housing Agency

Mr. Nega
Addis Ababa Justice Bureau

Wesenyelh Tilahun
Expert
Addis Ababa Information and Culture Bureau

Dr. Wobishet
City manager
Addis Ababa

Liku Workalemahu
Expert
Urban Plan Preparation and Inspection Department

Tewodros Tigabu
Habitat Programme Manager
UN-HABITAT

Girma Semu
Consultant
UN-HABITAT

CONTACTS:

Alioune Badiane, Chief, Regional Office for Africa and the Arab States, e-mail: alioune.badiane@unhabitat.org.

Alain Grimard, Focal Point for PSUP and Ethiopia, e-mail: alain.grimard@unhabitat.org.

PSUP@unhabitat.org

ETHIOPIA PSUP TEAM:

Tewodros Tigabu, Girma Semu.